Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

This report includes the feedback results gathered for you. It is designed to assist you in recognizing your strengths, identifying areas for improvement, and understanding where your self-assessment may differ from the feedback providers' perspectives.

We trust that you will recall from your experiences the challenge of offering such feedback, remain receptive to different viewpoints, and be prepared to incorporate this feedback into your personal development.

Goals of the 360 Degree Feedback

Multi-Source Feedback offers a comprehensive view of an individual's behavior and performance by incorporating diverse perspectives from the workplace. It provides recipients with valuable insights for their development and enriches reviewers with additional feedback.

Receiving feedback from various sources can enhance your self-awareness, illuminate how others perceive you across different roles, and contribute to your professional growth.

Receiving Feedback

Feedback is a valuable tool for self-reflection. It helps us understand how others perceive us, which can differ from our own self-image. By reflecting on feedback, we can set specific goals for professional growth. It's important to view feedback as a perspective on how we can improve our performance and relationships. Seeking and receiving feedback is the only way to uncover our "blind spots" and learn about the unintended negative consequences of our actions.
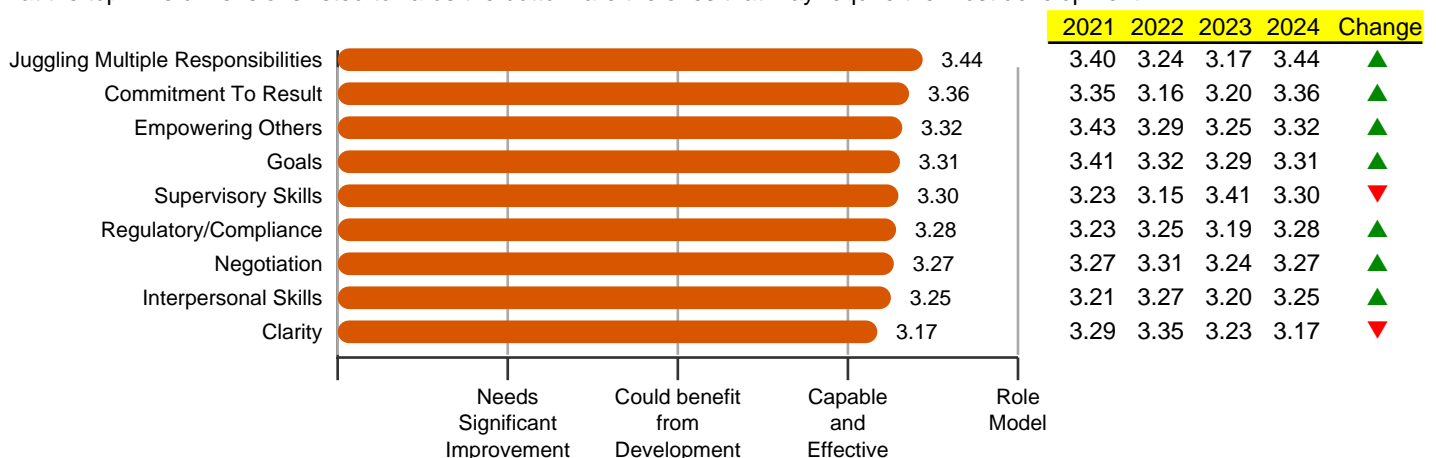
What to Do with Your Feedback

Use feedback to better understand yourself and set goals for improvement. Consider feedback as different perspectives on your strengths and weaknesses in specific areas where you want to be more effective.
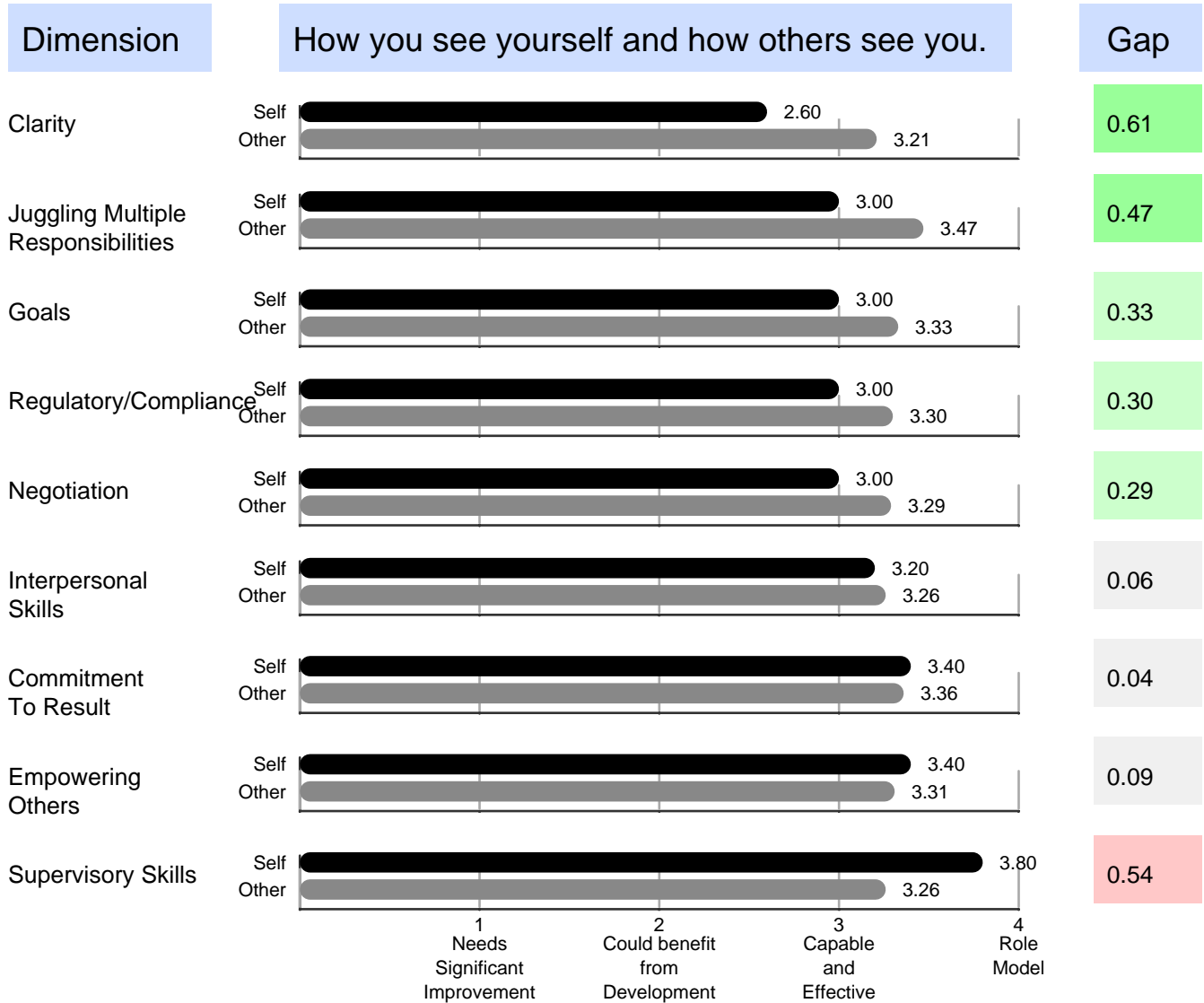
Summary

In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 9 principal dimensions of leadership.

The summary scores for each dimension, displayed below, were derived by averaging the scores for all questions within that dimension from all respondents. These summary scores are arranged in descending order, with the highest scores at the top. The dimensions listed towards the bottom are the ones that may require the most development.

	2021	2022	2023	2024	Change
Juggling Multiple Responsibilities	3.44	3.40	3.24	3.17	3.44	▲
Commitment To Result	3.36	3.35	3.16	3.20	3.36	▲
Empowering Others	3.32	3.43	3.29	3.25	3.32	▲
Goals	3.31	3.41	3.32	3.29	3.31	▲
Supervisory Skills	3.30	3.23	3.15	3.41	3.30	▼
Regulatory/Compliance	3.28	3.23	3.25	3.19	3.28	▲
Negotiation	3.27	3.27	3.31	3.24	3.27	▲
Interpersonal Skills	3.25	3.21	3.27	3.20	3.25	▲
Clarity	3.17	3.29	3.35	3.23	3.17	▼

Scale:
Needs Significant Improvement — Could benefit from Development — Capable and Effective — Role Model

Gap Analysis

These charts graphically represent the "Gap" indicating the difference between your average self-assessment on each competency and the average rating given by other respondents. This visualization aids in identifying blind spots—areas where others rated you more favorably than you did yourself, indicated by varying shades of green. In contrast, it also highlights areas for improvement—where you rated yourself higher than others, shown in shades of red. The intensity of the color correlates with the size of the Gap. If a competency's Gap is not colored, it signifies consensus between your self-assessment and others' feedback.

Dimension	How you see yourself and how others see you.	Gap
Clarity	Self 2.60 / Other 3.21	0.61
Juggling Multiple Responsibilities	Self 3.00 / Other 3.47	0.47
Goals	Self 3.00 / Other 3.33	0.33
Regulatory/Compliance	Self 3.00 / Other 3.30	0.30
Negotiation	Self 3.00 / Other 3.29	0.29
Interpersonal Skills	Self 3.20 / Other 3.26	0.06
Commitment To Result	Self 3.40 / Other 3.36	0.04
Empowering Others	Self 3.40 / Other 3.31	0.09
Supervisory Skills	Self 3.80 / Other 3.26	0.54

Scale:
1 Needs Significant Improvement
2 Could benefit from Development
3 Capable and Effective
4 Role Model

Negotiation

Negotiation Skills are about understanding the positions of each side and using interpersonal skills to be resolute in positions and setting boundaries yet also be flexible and strategic in generating solutions and building consensus.   These skills help articulate well prepared and data driven positions that are persuasive. Having self-control and being perceptive to the emotions and positions of others and remaining calm and composed are also very important to becoming a skilled and effective negotiator.

Level of Skill
The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
1. Tailors approaches to more effectively address current demands.	15	3.20	86.7	13%	53%		33%
2. Controls emotional responses to maintain a productive atmosphere.	15	3.33	100.0		67%		33%
3. Listens to all sides without bias and makes fair decisions.	15	3.33	93.3	7%	53%		40%
4. Is an effective negotiator, fostering positive relationships and achieving good outcomes.	15	3.27	93.3	7%	60%		33%
5. Stays composed and counters aggressive negotiation tactics by reframing unreasonable proposals or actions.	14	3.21	85.7	14%	50%		36%

Time Comparisons by Item
Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2021	2022	2023	2024	Change
1. Tailors approaches to more effectively address current demands.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Controls emotional responses to maintain a productive atmosphere.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Listens to all sides without bias and makes fair decisions.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Is an effective negotiator, fostering positive relationships and achieving good outcomes.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Stays composed and counters aggressive negotiation tactics by reframing unreasonable proposals or actions.	3.00	3.20	3.13	3.21	+0.08 ▲

Goals

Sets and achieves goals aligned with the mission/values of the department and/or organization.

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
6. Understands & contributes to development of strategic goals.	15	3.47	100.0		53%	47%	
7. Establishes and documents goals and objectives.	15	3.40	93.3	7%	47%	47%	
8. Sets high expectations and goals; encourages others to support the organization.	15	3.20	86.7	13%	53%	33%	
9. Achieves goals.	15	3.27	86.7	13%	47%	40%	
10. Conducts timely follow-up; keeps others informed on a need to know basis.	15	3.20	93.3	7%	67%	27%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2021	2022	2023	2024	Change
6. Understands & contributes to development of strategic goals.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Establishes and documents goals and objectives.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Sets high expectations and goals; encourages others to support the organization.	3.40	3.40	3.20	3.20	
9. Achieves goals.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Conducts timely follow-up; keeps others informed on a need to know basis.	3.33	3.47	3.27	3.20	-0.07 ▼

Juggling Multiple Responsibilities

Manages time and decision making to accomplish multiple tasks simultaneously.
Multitasking saves time and increases productivity.

Level of Skill
The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
11. Uses a scheduler/planner to keep tasks organized and on time.	15	3.67	100.0		33%	67%	
12. Builds in extra time in the schedule for unplanned events/occurrences.	15	3.40	93.3	7%	47%	47%	
13. Assesses current capabilities before committing to new requests from customers.	15	3.13	86.7	13%	60%	27%	
14. Coordinates the work of a team by assigning tasks to other team members.	15	3.47	100.0		53%	47%	
15. Organizes tasks for the most efficient order of completion.	15	3.53	100.0		47%	53%	

Time Comparisons by Item
Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2021	2022	2023	2024	Change
11. Uses a scheduler/planner to keep tasks organized and on time.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Builds in extra time in the schedule for unplanned events/occurrences.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Assesses current capabilities before committing to new requests from customers.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Coordinates the work of a team by assigning tasks to other team members.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Organizes tasks for the most efficient order of completion.	3.67	3.27	3.20	3.53	+0.33 ▲

Commitment To Result

Committed to successfully achieving results.   Goes above and beyond as needed.

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
16. Willing to do whatever it takes-not afraid to have to put in extra effort.	15	3.47	93.3	7%	40%	53%	
17. Maintains persistence and dedication to achieving results.	15	2.93	73.3	27%	53%		20%
18. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	3.40	93.3	7%	47%	47%	
19. Coordinates all department activities into a cohesive team effort.	15	3.53	100.0		47%	53%	
20. Encourages commitment in others to obtain results.	15	3.47	100.0		53%	47%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2021	2022	2023	2024	Change
16. Willing to do whatever it takes-not afraid to have to put in extra effort.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Maintains persistence and dedication to achieving results.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Coordinates all department activities into a cohesive team effort.	3.13	2.87	3.53	3.53	
20. Encourages commitment in others to obtain results.	3.40	3.20	2.87	3.47	+0.60 ▲

Clarity

Is clear in written documents, public speaking, instructions, and performance evaluations.
Able to express ideas effectively.

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
21. Clearly defines work objectives for employees.	15	3.00	80.0	20%	60%		20%
22. Provides a clear vision for the future.	15	3.53	100.0		47%	53%	
23. Seeks to reduce ambiguity in messaging and documents.	15	3.13	86.7	13%	60%		27%
24. Maintains clarity in goals and objectives.	15	3.13	80.0	7% 13%	40%	40%	
25. Attends to the important details of a job or task.	15	3.07	86.7	13%	67%		20%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2021	2022	2023	2024	Change
21. Clearly defines work objectives for employees.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Provides a clear vision for the future.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Seeks to reduce ambiguity in messaging and documents.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Maintains clarity in goals and objectives.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Attends to the important details of a job or task.	3.27	3.33	3.27	3.07	-0.20 ▼

Regulatory/Compliance

Regulatory and Compliance are the actions taken by organizations to ensure they adhere to laws, regulations, and standards relevant to their industry, thereby mitigating risks, maintaining ethical standards, and protecting the interests of stakeholders. Individuals performing this work must be proactive and responsive. It is crucial to establish robust frameworks and reporting systems to ensure compliance, alongside continuous training and education for employees.

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
26. Periodically assesses the effectiveness of regulatory/compliance programs.	15	3.20	93.3	7%	60%		33%
27. Creates necessary compliance policies and procedures.	15	3.40	93.3	7%	47%		47%
28. Uses operational compliance reports to evaluate the effectiveness of internal processes.	15	3.60	93.3	7%	27%	67%	
29. Submits complete applications for necessary certifications.	15	3.20	86.7	13%	53%		33%
30. Develops and implements a compliance data recordkeeping system.	14	3.00	92.9	7%	79%		14%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2021	2022	2023	2024	Change
26. Periodically assesses the effectiveness of regulatory/compliance programs.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Creates necessary compliance policies and procedures.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Uses operational compliance reports to evaluate the effectiveness of internal processes.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Submits complete applications for necessary certifications.	3.21	3.20	3.20	3.20	
30. Develops and implements a compliance data recordkeeping system.	2.87	3.27	3.07	3.00	-0.07 ▼

Supervisory Skills

Supervisors can create and sustain an engaging work environment; inspire and foster creativity, trust, and a positive workplace climate; make decisions and allocate resources; enforce discipline and conduct performance reviews.   This is done by delegating tasks, resolving personnel issues, coordinating schedules and timelines, establishing good rapport with employees.

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
31. Considers diverse perspectives during the disciplinary process.	15	3.33	93.3	7%	53%	40%	
32. Is able to manage emotions during difficult times.	14	3.29	100.0		71%	29%	
33. Encourages good working relationships between employees.	15	3.27	100.0		73%	27%	
34. Determines appropriate staffing levels for the job.	15	3.47	93.3	7%	40%	53%	
35. Maintains disciplinary policy and fair enforcement of work rules	15	3.13	86.7	13%	60%	27%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2021	2022	2023	2024	Change
31. Considers diverse perspectives during the disciplinary process.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Is able to manage emotions during difficult times.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Encourages good working relationships between employees.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Determines appropriate staffing levels for the job.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Maintains disciplinary policy and fair enforcement of work rules	3.20	3.27	3.13	3.13	

Interpersonal Skills

Interpersonal Skills are the wide range of abilities that facilitate interactions with others through communication, empathy, honesty.   These skills help you to build, develop and maintain strong/effective relationships with others and to relate to people of diverse backgrounds. To engage and inspire others. Individuals with high interpersonal skills treat others with courtesy, sensitivity, and respect.

Level of Skill
The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
36. Is someone you can trust.	15	3.20	93.3	7%	67%		27%
37. Adapts management style to meet the needs of the individual or situation.	15	3.33	93.3	7%	53%		40%
38. Communicates well at all levels of the organization.	15	3.07	86.7	13%	67%		20%
39. Offers constructive criticism to have a positive impact on performance.	15	3.33	100.0		67%		33%
40. Pays close attention to what is being communicated verbally and nonverbally.	15	3.33	100.0		67%		33%

Time Comparisons by Item
Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2021	2022	2023	2024	Change
36. Is someone you can trust.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Adapts management style to meet the needs of the individual or situation.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Communicates well at all levels of the organization.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Offers constructive criticism to have a positive impact on performance.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Pays close attention to what is being communicated verbally and nonverbally.	3.00	3.20	3.27	3.33	+0.07 ▲

Empowering Others

Empowering individuals means granting them the freedom to make decisions and take ownership of their work. Allowing for flexibility in work hours or remote work arrangements empowers employees to manage their time effectively. Empowerment includes providing growth opportunities and encouraging employees to share their ideas, perspectives, and solutions.

Level of Skill
The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
41. Values the opinions of others.	15	3.33	93.3	7%	53%		40%
42. Creates opportunities for employees to exercise their independence.	15	3.40	93.3	7%	47%		47%
43. Allows employees to participate in the workload of the department.	15	3.13	86.7	13%	60%		27%
44. Allows the employees to have flexible work schedules.	15	3.27	100.0		73%		27%
45. Sets goals to allow the employee to have more autonomy over their work.	15	3.47	100.0		53%		47%

Time Comparisons by Item
Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2021	2022	2023	2024	Change
41. Values the opinions of others.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Creates opportunities for employees to exercise their independence.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Allows employees to participate in the workload of the department.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Allows the employees to have flexible work schedules.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Sets goals to allow the employee to have more autonomy over their work.	3.20	3.33	3.13	3.47	+0.33 ▲